



Entrance to the newly built Quatse Salmon Stewardship Centre in Port Hardy

Quatse Salmon Stewardship Centre

Final Report

Submitted by the Northern Vancouver Island Salmonid Enhancement Association

September 21, 2009

Summary of Activities:

In April, 2008, the Northern Vancouver Island Salmonid Enhancement Association (NWISEA) began construction of a 4,600 square foot, multi-purpose stewardship centre to replace an aging fish hatchery and administrative offices which had been housed in an Atco trailer unit. The intent of the project was not only to replace an aging piece of hatchery and office infrastructure, but to add a community classroom, wet and dry labs and an interpretive gallery that would allow the association to expand its operations to include more public education, research and monitoring, and a local attraction that would complement existing tourist infrastructure, and benefit the region generally.

Funds for construction of the facility came from a variety of sources, including the Canada-British Columbia Municipal Rural Infrastructure Fund, Island Coastal Economic Trust, Coast Sustainability Trust, Towns For Tomorrow, Pacific Salmon Foundation , NWISEA, Department of Fisheries and Oceans and the Port Hardy and District Rotary.



Rear entrance to the building, showing classroom windows to the right and roof of interpretive gallery in the centre of the photo

Quatse Stewardship Centre , Source of Building Funds
March 31, 2009

Source	Purpose	Amount Confirmed
Coast Sustainability Trust	Interpretive Centre, Labs Materials and Labour	\$100,000
Department of Fisheries and Oceans	Site Preparation Move aeration tower Relocate existing building Replumb, Replace electrical connections, Foundation work,	\$25,000
Pacific Salmon Foundation	Classroom, Labs and Interpretive Centre Materials and Labour, Site Preparation	\$70,000
NVISEA	Design Work, Engineering,	\$50,000
Municipal Rural Infrastructure Fund	Interpretive Centre Building Materials and Labour	\$454,000
Private Sector (WFP/OSG/Boris the Mechanic, Janke Services, Norkan Construction)	Hatchery and Interpretive Centre Materials, Electrical, Foundation and Labour, Design Work, Site Preparation	\$100,000 In Kind
Island Coastal Economic Trust	Interpretive Centre Classroom and Lab Materials and Labour	\$175,000
Towns For Tomorrow	Classroom and Interpretive Centre Materials	\$80,000
Local Businesses (Port Hardy Rotary)	Site Preparation	\$20,000
TOTAL		\$1,074,000

Total funding contributions toward the building, from sources other than NWISEA came to \$924,000. NWISEA's \$50,000 contribution brought this total to \$974,000.

Significant in kind contributions also came from a variety of sources, including Boris the Mechanic, Janke Services, Orca Sand and Gravel, Port Hardy Bulldozing, Western Forest Products, K and K Electric, Norkan Construction, Vancouver Aquarium, Marine Harvest and Heidema Engineering. Conservative estimates of the value of in kind contributions were in excess of \$100,000, bringing the true total cost of construction of the building to \$1,074,000.

While required engineering and planning studies had been done prior to the bulk of the fundraising for the project, because of a delay in securing all of the required funds to complete the facility, a second geotechnical study had to be done, in response to changes to the Building Code that had occurred since the start of the initiative.

Recommendations from the second geotechnical study, which included raising the height of the building footprint to the level of an estimated 200-year flood event, resulted in much higher than anticipated site preparation costs. In addition to these higher costs of site preparation, the association learned that it would be receiving significantly less money from the Department of Fisheries and Oceans than was understood at the beginning of the project. The net impact of these events was that the funds that the association had set aside (approximately \$200,000) for exhibit design and installation in the interpretive centre had effectively disappeared.

On the understanding that it had all of its funding in place, the association had pulled down its aging hatchery building and signed a contract for project management and construction of the building. When the funding shortfall was realized, the association felt it had little alternative other than to continue apace with the project. Rather than renegotiate or alter plans for the exterior of the facility, the committee overseeing the initiative set about raising additional funds for the interpretive displays.

Over the course of the winter of 2008 and the spring of 2009, as construction of the building proceeded, the committee raised funds from a variety of sources, including the West Coast Community Adjustment Program (\$132,000), BHP-Billiton (\$20,000), Barney and Shellie Bjermeland (\$20,000), Vancouver Foundation (\$10,000), Norkan Construction (\$10,000), Friends of the Marble River Society, (\$4,000), B.C. Transmission Corporation (\$2,000), B.C. Hydro (\$2,000), Irene Patterson (\$500.00), and NWISEA topped up the budget to \$220,000 to pay for outfitting the classroom and a first phase of interpretive displays which were in place for the grand opening held September, 18-20, 2009.

One of the most significant in kind contributions to this phase of the project was made by the Vancouver Aquarium, when John Nightingale provided one of his key staff, Doug Munday, to assist with developing a plan and identifying a variety of design and fabrication sources to complete the interpretive displays.

The association retained an interpretive design professional who worked with NVERSEA staff and local contractors to complete the first phase of exhibits and design the second phase. It is anticipated that funds for the second phase of interpretive displays will be raised in the fall of 2009.



Phase One gallery exhibits completed on September 18,2009

Financial Report:

In spite of a number of challenges encountered during the planning and construction of the facility, the committee did manage to stay very close to a final budget for completion of the building and completion of phase one of the interpretive exhibits of \$1.2 million.

A breakdown of costs by category is given below, to illustrate how funds were actually expended, in relation to what was budgeted for the project:

A. Site preparation, design and planning:	\$174,000
B. Concrete Foundation:	\$80,000
C. Framing, Siding, Finishing, Roof, Labour:	\$385,000
D. Mechanical:	\$45,000
E. Plumbing:	\$35,000
F. Electrical:	\$105,000
G. Interior Finish, Painting and Drywall:	\$60,000
H. Interior Finish, Doors, Cabinets, Toilets, Windows and Flooring:	\$90,000

SUB TOTAL FOR DESIGN, PLANNING & BUILDING COSTS:\$974,000

A. Interpretive Centre Displays:	\$173,500
B. Classroom Outfitting:	\$10,000
C. Signage:	\$20,000
D. Lighting:	\$10,000
E. Reception:	\$11,500
F. Site Displays	\$5,000

SUB TOTAL FOR INTERPRETIVE CENTRE: \$220,000

TOTAL PROJECT COSTS: \$1,194,000

Donor Acknowledgement:

NVISEA greatly appreciates the contribution of all donors and invited representatives of all of these organizations to attend a grand opening on the weekend of September 18-20,2009. In addition to the acknowledgement given at the inaugural ceremonies, NVISEA prepared plaques to acknowledge all donors. These etched glass pieces are prominently displayed at the entrance to the interpretive centre and form a donor wall that depicts fish making their way over a waterfall.

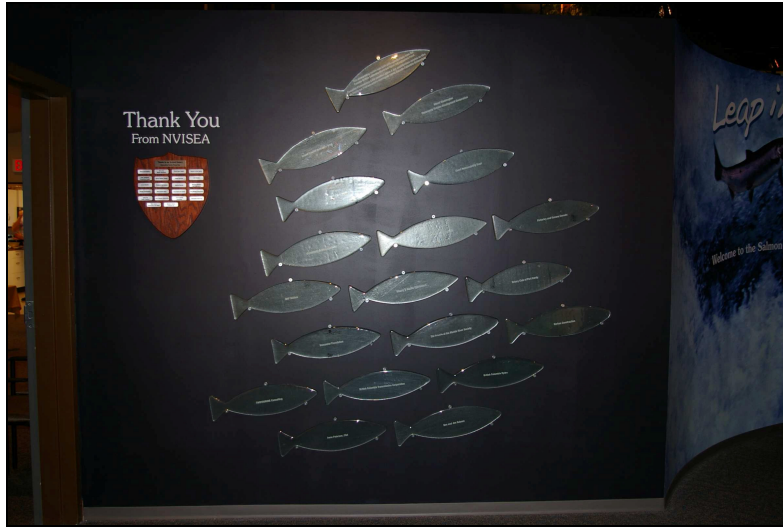


Photo showing the donor wall at the entrance of the centre, acknowledging all financial contributors

NVERSEA has acknowledged donors on their website at www.nversea.org and in their Fall, 2009 newsletter which was published on September 18, 2009.



The centre's classroom will be used to provide a number of informal workshops and formal course. Here, education coordinator Erin Wright works with a number of small children on salmon identification

Project Benefits:

Project benefits for this initiative include:

1. Confirmation that replacement of aging hatchery infrastructure is up to building code and safety standards. A Certificate of Completion submitted by the project engineer has been submitted to funders and additional copies can be supplied on request. A specification from the engineer that a guard rail be installed at the entranceway has been met
2. Construction of a highly energy efficient facility. While the building was not subject to a LEEDS standard inspection, every effort was made to ensure the facility was energy efficient, including the use of on demand water heaters, individuals thermostats, capture of heat from the electrical room, installation of electrical distribution units to allow for future use of power generated by 'waste' water flows, use of thermal pane windows, full insulation of the walls and roof.



Excess heat from the electrical room is piped through this vent, controlled by a reverse thermometer, and used to dry boots and clothing in the building's 'dry room'.

3. Construction of the interpretive centre, together with the classroom and labs has resulted in the creation of a new position for NVERSEA of Educational and Research Programs Coordinator. This individual will be responsible for overseeing public programming, educational tours and programs and the interpretive centre. Operating funds for this position will be generated through memberships sales, admissions, tuition and events fees and ongoing applications through foundations and other funding sources.

4. While it is early to report on the number of visitors coming to the facility, there were over 500 people at the grand opening ceremonies and open house during the weekend of September 18-20, 2009. Admission information, along with other visitor data, such as the origin and length of stay will be tracked on an ongoing basis, starting with the tourist season in 2010;
5. The benefits of good watershed and community stewardship are difficult to report in the short term but NWISEA is confident that, as more young people are taught the value of salmon to the ecosystem generally and to humans specifically, greater care and preservation of salmon habitat will result. NWISEA will track this benefit through the number of stewardship projects initiated and maintained following the opening of the salmon centre;
6. Additional improvements to the area at the entrance to the centre will be made using funds from NWISEA's campground revenues and a grant from the federal Community Adjustment Fund. These improvements include construction of wheelchair access to the existing walkway along the river, development of a native plant garden, instalment of a new roof and siding on the campground manager's residence and relocation of the sani-dump from the middle of the parking area to an area further away from the Quatse River and more convenient for campers.

Lessons Learned:

Some of the lessons learned throughout the course of this project include:

- a. Tremendous cost savings and efficiencies are realized with the use of an effective project manager;
- b. Cash flow issues are a serious consideration for a non profit society to carry out a project of this scope and size and the understanding and cooperation of funding agencies is critical to the ultimate success of an initiative like this;
- c. A thorough business plan and work schedule are essential to the success of a project of this scope;
- d. It is essential to have the ongoing participation of effective and business-oriented Board members who understand the timely and well considered decision-making is critical to the success of a project;
- e. Active and ongoing participation by the representatives of funding agencies is very helpful.